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Dangerous barge removed from lock at Wilson Dam

By Dave Treadway
Nashville District

When a barge filled with xylene became entangled in the Upper Gate of the Main Lock at Wilson Dam on Aug. 3 while the chamber was filling, it inflicted damage that backed up navigation traffic for miles on the Tennessee River. Repairing that damage and re-opening the lock by Dec. 2 required a Herculean effort and cooperation among several agencies.

Xylene is a toxic, highly flammable petroleum product used as a solvent and in the printing, rubber, and leather industries. Members of Florence Fire Rescue responded within minutes and took immediate measures to stabilize the situation and ensure the safety of the crew of the Motor Vessel *Potomac* (the towboat pushing the barge), and U.S. Army Corps of Engineers employees on-site.

"They were prepared to evacuate all civilians within half a mile of the lock, a monumental effort that was ultimately unnecessary," said Mike Ensich, chief of Operations Division.

The response of TVA (Tennessee Valley Authority) Police throughout the incident allowed recovery efforts to progress safely and without delay.

Corps officials immediately met with members of state and federal agencies to discuss the processes to remove the damaged upper lift gate. Members of TVA's Heavy Equipment Division, one of the first to arrive, remained on-site and provided valuable and timely assistance throughout the entire process of stabilizing the lift gate, clearing the damaged barge, and removing and transporting the gate for repairs.

"Partnerships with those agencies all fell into place to deal with this potentially dangerous situation, and the towing industry, shippers, and riverside industry were continuously updated," said Jim Davis, operations manager, Middle Tennessee River Area.

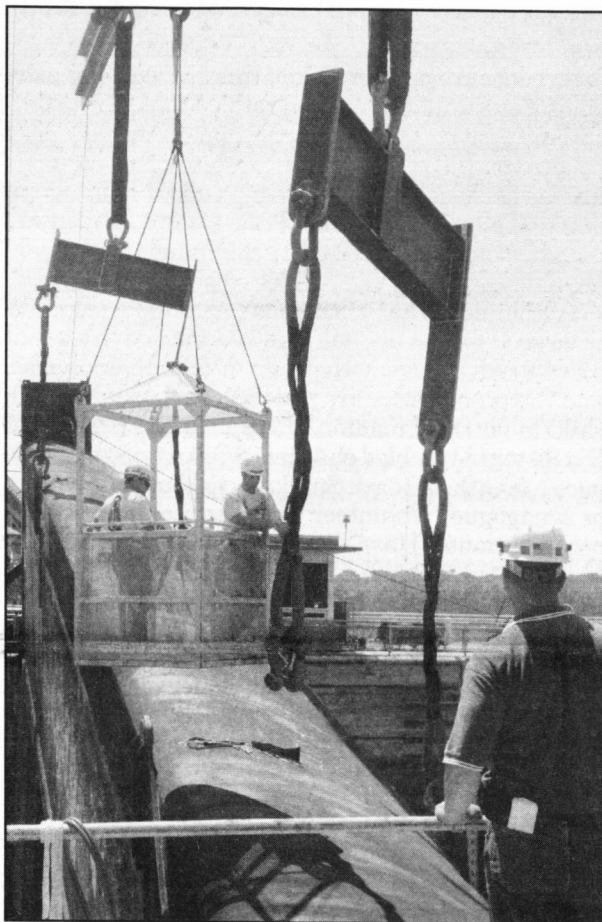
Nashville District employees also responded to the accident. Their work was complicated by the fact that xylene is highly flammable. Workers could not cut or weld in its proximity. Neither could they use a lot of electrical tools around the lock, including cell phones.

"When the emergency calls were made, Corps employees started showing up like clockwork," said Davis. "They worked continuously in the dangerously hot weather, far above the normal shift hours and responsibilities. Every one of these employees embraced the priority to get this lock in a safe and stable condition without any injuries to the team."

"Our first priority was securing the damaged upper lock gate," said Roy Joines, chief, Maintenance Section, Cumberland River Operations Center. "Supports were fabricated on site to stabilize the gate." (With one exception – the Corps sent a truck to Pennsylvania for the steel to fabricate one set of beams because transport to Alabama by any other means was too slow).

Fortunately, the damaged barge did not leak xylene, and it was successfully removed from the lock chamber on Aug. 5.

Corps officials weighed several options for safe removal of the damaged gate, because the structure weighs 210 tons. They decided the best option was the *Henry M. Shreve*, a heavy lift floating derrick



Jeff Ross watches as Jeff Neeley and Carl Scott hook up the Wilson Main Lock gate for removal by the derrick boat *Henry M. Shreve*. (Photo by Steven Foshee, Nashville District)

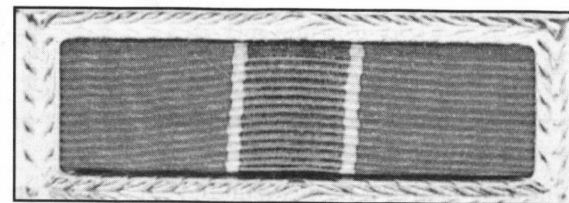
from Louisville District.

Floating Plant Chief Lloyd Harlow delivered the huge derrick, capable of lifting 550 tons, and it successfully removed the upper lift gate on Aug. 16, 13 days after the accident and placed it onto a barge, after workers welded lifting points onto the canted steel structure. The damaged lift gate was then transported to a nearby TVA Fleet Services area for repairs.

"After the gate arrived at the Repair Facility, a preliminary investigation was completed and a cleaning blast of the complete upper gate allowed workers to inspect the gate for possible hidden problems," said Jeff Ross, chief, District Navigation Branch. "A scope of work was written and repairs began."

The Navigation Branch devised a plan that used a floating caisson at the upper end of the chamber as a temporary gate that allowed limited use of the main chamber to reduce the backlog of 16 tows and 130 barges. On the first day, 10 employees volunteered to remain on duty and make the temporary gate work. The queue was cleared by Aug. 20, and each week since the accident the same procedure was used for that purpose.

On the date of the accident, five engineers and 37 members of the repair party responded. Two days later, that number had grown to five and 48, with



This is the Army Superior Service Award in the form of a military ribbon for wear on the Class A uniform. The lapel pin for civilian wear is smaller and made of metal. The award is green with a red center and gold piping. (U.S. Army Photo)

USACE given Army Superior Unit Award

The Deputy Chief of Staff of the Army has approved the Army Superior Unit Award (ASUA) for the entire U.S. Army Corps of Engineers. The award is given for the Corps' response to Hurricanes Katrina, Rita, and Wilma between June 1, 2004, and April 15, 2006.

An award ribbon or lapel pin is authorized for wear by all Soldiers and Civilians who were assigned during those dates to Headquarters, divisions, districts, centers, labs, and the 249th Engineer Battalion (Prime Power).

Soldiers assigned to the Corps during that time may wear the award permanently. Soldiers assigned or attached to the Corps *after* the approved period are only authorized to wear the award *temporarily* until they depart the Corps.

Soldiers will receive their award ribbon through military channels.

The ASUA lapel pin is authorized for issue and wear by Civilians employed by the Corps. Those employed by the Corps during the cited period may wear the lapel pin permanently. Those employed by the Corps *after* the cited period may wear the lapel pin *temporarily* as long as they remain with the Corps.

The ASUA lapel pin is also authorized for optional purchase and wear on civilian clothing by qualified Soldiers.

According to Richard Apple, Staff Action Control Officer in Headquarters, Corps Headquarters and division headquarters ordered stocks of the lapel pins during the week of Dec. 25. The pins will be provided to individual offices for presentation to their workers.

A unit certificate, citation, and streamer will be issued to Corps Headquarters, and Headquarters will host a streamer ceremony and post the ASUA streamer on the Corps' flag during the 2007 Castle Ball on Feb. 10.

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New Year's resolutions that anyone can keep

Article by Col. Sherrill Munn
Chaplain, U.S. Army Corps of Engineers
Artwork by Jan Fitzgerald
HECSA

January brings a new calendar year, and with it the tradition of New Year's resolutions. Resolutions usually involve some form of personal improvement such as resolving to lose weight, exercise more, quit smoking, reduce credit card debt, save more, read more, and improve the mind.

However, we usually find that after a few weeks our resolve has waned and old habits return. This problem led humorist and psychologist Dr. Steven Sultanoff to suggest a change to the way we make resolutions and *reverse* them so we cannot fail. Here are some no-fail New Year's resolutions he suggests:

- Resolve to gain weight, at least 30 pounds.
- Stop exercising; it's a waste of time.
- Read less because reading makes you think.
- Watch more TV and stop missing all that good stuff.
- Procrastinate more, starting tomorrow.
- Channel you imagination into soaring levels of suspicion and paranoia.
- Assume responsibility for your actions, except the ones that are someone else's fault.
- Resolve never to suffer in silence when you can moan, whimper, and complain.

We can surely fulfill such resolutions and feel much better about ourselves. For more resolutions you can stick to see Sultanoff's Web site, www.humormatters.com

Where did the idea of celebrating the New Year and making resolutions come from in the first place? Who figured out this method of laying guilt trips on ourselves? You can blame the Babylonians, who began to celebrate the New Year around 2000 BC. Their New Year began with the first new moon after the vernal equinox in the spring to mark the rebirth of the Earth from its winter death.

Their celebrations dwarfed ours, lasting 11 days and included making New Year's resolutions. Archeological evidence shows that the most popular Babylonian resolutions were to return borrowed farm equipment.

It was the Roman Senate in 153 BC that declared Jan. 1 as the beginning of the New Year. Julius Caesar gave us his famous Julian Calendar in 44 BC that codified the calendar as we know it, and the Romans celebrated New Year's on Jan. 1 as we still do.

While New Year's resolutions are often the source of failure and disappointment, I offer a different solution than Dr. Sultanoff's no-fail resolutions. I believe a way to make and keep good and helpful New Year's resolutions is to stop concentrating on ourselves and start looking at what we can do for others.

Most New Year's resolutions are self-centered or downright narcissistic. I believe that is why they fail. Instead, this year resolve to do something to help *someone else*. Let the "Golden Rule" be the foundation and motivation for your resolution. The clearest and most famous statement of the Golden Rule comes from Jesus, "So whatever you wish that men would do to you, do also to them; for this is the law and the prophets"

(Matthew 7:12).

However, nearly every religion and many philosophers put forth a similar statement or principle. Most of these talk of refraining from doing harm to another like the Buddhist "Hurt not others in ways that you would find hurtful." But Jesus' version is not just about avoiding of hurt (as important as that is), but the *proactive* seeking to perform good deeds for others.

So I encourage you to adopt this attitude and principle of the Golden Rule and resolve this year to do a specific good deed for another, or many such deeds. I believe you will be much more likely to keep your resolutions because you will feel good about helping another. There is really no better feeling. If you are religious, you will fulfill God's commandment. If you are not religious, you'll still feel good about yourself.

I recommend that you not make general resolutions to do good for others, but plan *specific* activities that serve needs. Such activities can take many forms, and the possibilities are endless. You could tutor a child in math or reading. Become a Big Brother or Big Sister to troubled children. Visit a nursing home once a month, or teach Sunday school at your church or synagogue. Volunteer with charitable or service organizations. Have dinner out with your wife or husband once a week. Be a Boy Scout or Girl Scout leader. Volunteer for clean-up days at parks, beaches, or wildlife sanctuaries. Serve holiday meals in a homeless shelter. Run in a race to raise money for cancer research. Go to county commissioner meetings and advocate for better security at schools, more services for the elderly, or better fiscal responsibility. Deliver meals on wheels.

Barge

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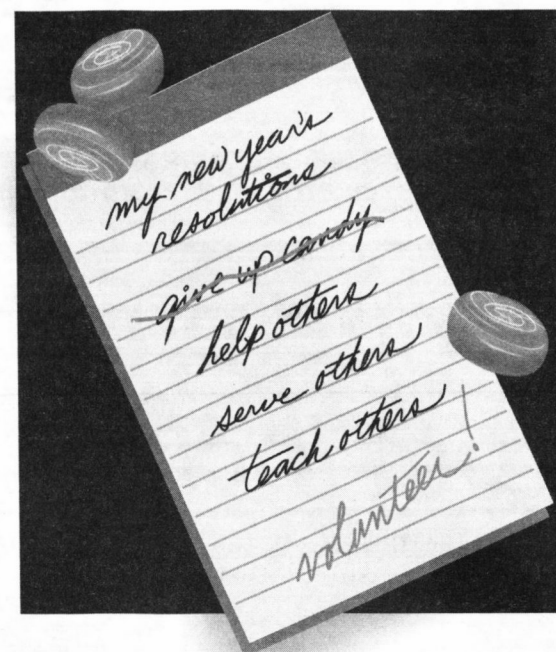
augmentation by six more lock operators (the Wilson Auxiliary Lock takes a two-step process and three operators to make a lockage; nine operators are needed to work around the clock). The *Shreve* was augmented by two towboats, two derrick boats, a caisson, several small cranes, and a TVA barge.

Both TVA and the Corps worked hard to safely expedite the process to repair the gate. Initial cost estimates for repair work were soon exceeded, and here cooperation was also key.

"The estimated total cost to return the main lock to operation is \$5.8 million, not including additional overtime costs for extra operators to handle lockages through the auxiliary lock," said Ensich. "To cover the costs of the repair in FY06, funds were moved from other important projects, including a Kentucky lock dewatering that was deferred."

More than \$3.5 million of that will go to TVA for critical work performed by that agency.

To return the main chamber to normal operation, the upper gate had to be repaired, along with replacing a damaged lift gate chain, the operating machinery had to be inspected, and the gate slot and seal repaired. The upper gate received obvious damage on both ends and required a thorough inspection. To do



Editor's Note -- Congratulations and farewell to Jan Fitzgerald, a graphic artist for the Humphries Engineer Center Support Activity. Jan retired Dec. 18 after 31 years of federal service as a Soldier and Civilian, including 16 years with the Corps of Engineers. Her artwork appeared frequently in the *Engineer Update*, especially with the chaplain's "Insights" column.

I could go on, but I think you get the point. The opportunities are endless. Open your eyes to the needs around you. Live the Golden Rule through your resolutions. Be a good Samaritan to a neighbor in need, and you will truly bring them a Happy New Year.

Such resolutions will be much easier to keep because you will know the joy of giving to others rather than grasping for yourself.

(The opinions expressed in this article are those of the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

this inspection properly, the entire paint system was removed. After the repairs were made, the gate was repainted and readied for reinstallation.

Gate repairs were completed at the end of November and the refurbished structure was put back in service on Dec. 2, four days ahead of schedule and just in time to reopen the river to navigation. Another accident on Nov. 28 had closed the auxiliary lock, which had been operating around the clock. Final repairs were completed Dec. 5.

"We hope we never have to respond to accidents like this but, unfortunately, they're part of the territory," said Ensich. "I believe the response of our folks to this accident epitomizes both the capability and dedication we have to respond quickly and capably. Our response also demonstrates the many resources we have at our disposal, including the resources of other districts and TVA — people, equipment, facilities, and materials."

The Operations Chief knows how the work was accomplished.

"I'm extremely proud of how the Corps team pulled together and responded to this accident and of the many personal sacrifices they made to stay at the site during this period," said Ensich. "The Corps and TVA had crews working 24 hours a day starting on the day of the accident until the lock was operational again."



Windstorm damages federal center, 249th Prime Power Soldiers to rescue

Article and Photo
By Patricia Graesser
Seattle District

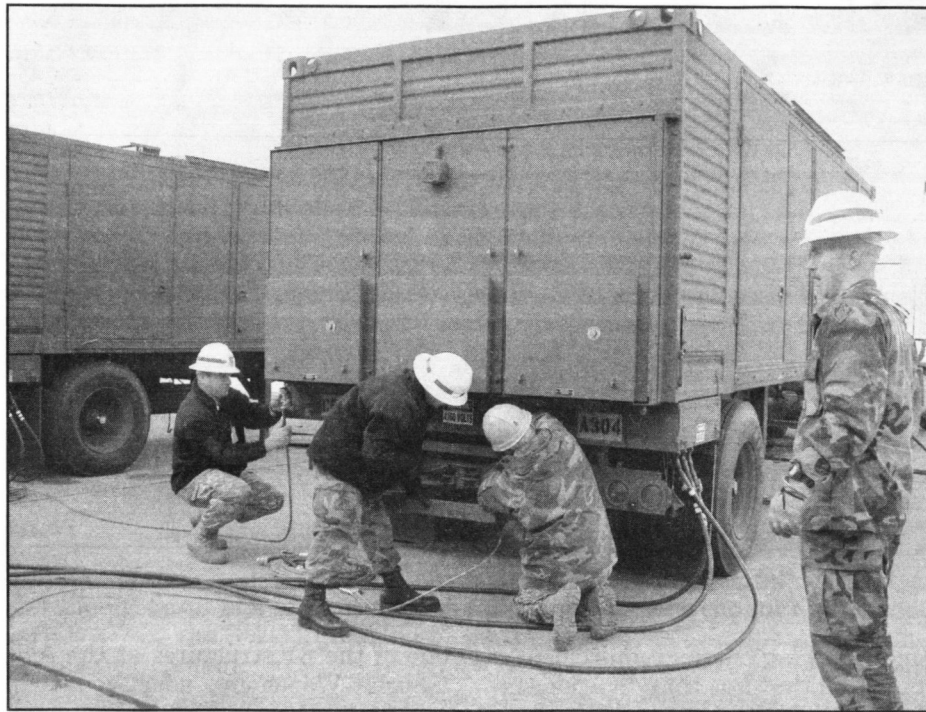
The 249th Engineer Battalion (Prime Power) brought the Federal Center South, including Seattle District, back on-line after the historic windstorm that battered the Seattle area and downed power lines on Dec. 14. Seattle District activated its Emergency Operations Center and prepared to respond to any requests from the Federal Emergency Management Agency. As of press time, there was a request for a U.S. Army Corps of Engineers representative on a preliminary damage assessment team covering counties in the district's area of operations.

Devastating winds tore through western Washington State on Dec. 14, knocking out power to more than 1 million people and leading to the deaths of more than a dozen. Seattle District headquarters at Federal Center South lost power just after 8:30 p.m.

The storm's winds peaked at about 1 a.m. on Dec. 15 with gusts as high as 69 mph at Seattle-Tacoma Airport — the strongest wind ever recorded at SeaTac, according to district meteorologist Larry Schick. Gusts along the coast exceeded 100 mph.

Outside Federal Center South, a breaker broke, a pole fell and took out the next two closest poles. When this happened, "the connection to the step-down transformer was either fried or the conduit line itself was damaged," said the GSA building manager.

On Dec. 15, GSA closed the building because of lack of power, and operations for the Seattle District, Military



Sgt. 1st Class Duane Smith (right) supervises as (l-r) Sgt. David Watson, Spc. Jacob Lopes, and Sgt. Chase Moergeli as they connect an 840 kilowatt generator to Federal Center South.

Entrance Processing Station, U.S. Postal Service, and Marine Corps Toys for Tots toy drive were threatened. Seattle City Light offered GSA a prognosis of no power for at least five days.

District leadership worked at back-up locations under the Continuity of Operation Plan. It was an employee at one of these sites, John Post, who said, "What about Prime Power? Could they come up?"

The 249th Engineer Battalion (Prime Power) is the only active duty unit in the Corps, and the only prime power generation unit in the Army. The bat-

talion generates and distributes electrical power to support war-fighting, disaster relief, stability and support operations, and provides advice and technical assistance in all aspects of electrical power and distribution.

The battalion is headquartered at Fort Belvoir, Va., but it has several companies stationed in the U.S. and overseas, including one at Fort Lewis, Wash., just 50 miles south of Seattle. By mid-day Dec. 15, District Commander Col. Michael McCormick had made a few quick calls, and the wheels were in motion to hook up power to

Federal Center South for Monday operations.

By the morning of Dec. 16, representatives from GSA, the 249th, Seattle District Emergency Management, and executive staff met to coordinate emergency generator supply and set-up to supply power for offices at Federal Center South.

On Dec. 17, 249th Soldiers delivered three 840 kilowatt generators to Seattle District, plus supporting equipment and personnel. The first Soldiers arrived on the scene at 7 a.m., and two generators were humming along in a successful test by 2:30 p.m.

"You'll have power tomorrow," said Chief Warrant Officer Samuel Boatwright with the 249th.

As promised, the generators kicked into action Monday at 5:30 a.m., and Seattle District was ready for normal operations that day.

The 249th has provided power supply, power assessments, and design work in Iraq and during hurricane recovery operations on the Gulf Coasts. They looked at the Seattle District job as "a good training exercise," according to Company Commander Capt. Andrew Wiker.

While the district and other operations in Federal Center South continued to hum along, hundreds of thousands in the Seattle region remained in the dark for a week or more because of the extensive damage to power lines and transformers.

Thanks to Prime Power, district facilities were operational beginning Dec. 18, from 5:30 a.m. to 6:30 p.m. and each weekday until commercial power was restored.

Flood-Fighting Center of Expertise opens

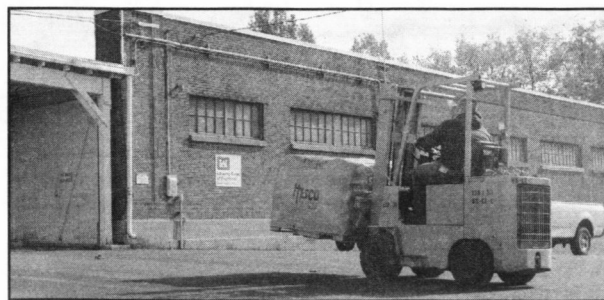
Article and Photo
By Mark Kane
Rock Island District

Rock Island District has increased the U.S. Army Corps of Engineers' flood fighting abilities and year-round readiness with the creation of the district's new Flood-Fighting Center of Expertise at Rock Island Arsenal.

The district is the multi-regional distributor of innovative flood-fighting technology products for the entire Corps, and the flood-fighting center is a key asset, enabling district personnel to provide the flood-fighting materials to four stockpile sites in Sacramento, Calif.; Omaha, Neb.; Philadelphia; and Rock Island, Ill.

"We received our first shipment of innovative flood-fighting products Sept. 21," said Mark Clark, the flood-fight program manager in Emergency Management. "Numerous pallets of Rapid Deployment Flood Wall (RDFW) were delivered to Rock Island Arsenal from San Francisco. The materials stored at the center will be used in Minnesota, Iowa, Missouri, Arkansas, Mississippi, Louisiana, Tennessee, Illinois, Wisconsin, Alabama, Indiana, Kentucky, Ohio, and Michigan."

The RDFW is a sand-filled plastic grid that uses



Flood-fighting materials are delivered to Arsenal Island, Ill.

horizontal and vertical tabs to create a wall. According to the manufacturer, it give communities an extra defense against flooding by being quick and easy to deploy, requiring less fill material, having a smaller footprint, and requiring less labor than sandbags.

"In total, the Corps is introducing and stockpiling three new flood-fighting products besides the sandbags, plastic sheeting, pumps, and technical assistance we currently provide," said Clark. "The other two new products that are stored at the new flood-fighting center are Hesco Bastion containers and PORTADAMs."

Hesco Bastion containers are granular-filled, permeable-membrane-lined wire baskets that pin together to form a continuous structure, and were delivered on

Oct. 30. PORTADAMs are an impermeable membrane liner supported by a steel frame, which pins together to form a continuous structure.

A shipment of PORTADAMs arrived at the flood-fighting center the week of Nov. 27. This shipment was the third and final shipment of flood-fighting supplies. After that, the center was fully stocked.

"During a flooding event, the Corps has the authority to provide flood-fighting products and technical assistance at the request of local sponsors like cities, towns, and levee districts," said Clark.

The district also serves as the training coordinator of the Innovative Flood-Fight Technology Products.

"Responsibilities include training multi-regional personnel including Corps division and district personnel, state and local officials, and federal/non-federal sponsors," said Clark. "Training on how to use each product includes product storage, operational considerations, product setup, maintenance during operation, protection improvement, product removal, cleaning, repair, and repackaging for storage."

The concept for the operational deployment of the flood-fighting products is to maintain an initial total stock level of about 5,000 linear feet of the products regionally dispersed and available for regional deployment to support state and local flood fight operations within that region.

'Concierge of the Battlefield'

Logistics operations plays vital role in Iraq reconstruction mission

Article and Photo
By Tom Clarkson
Gulf Region Division

"We're the concierge of the battlefield," said Jack Holly. "When travelers require something while staying in hotel to whom do they go? The concierge, of course! Thus, that's what we are to this effort in Iraq. If something is needed we provide it, from notepads to police cars, grease to guns."

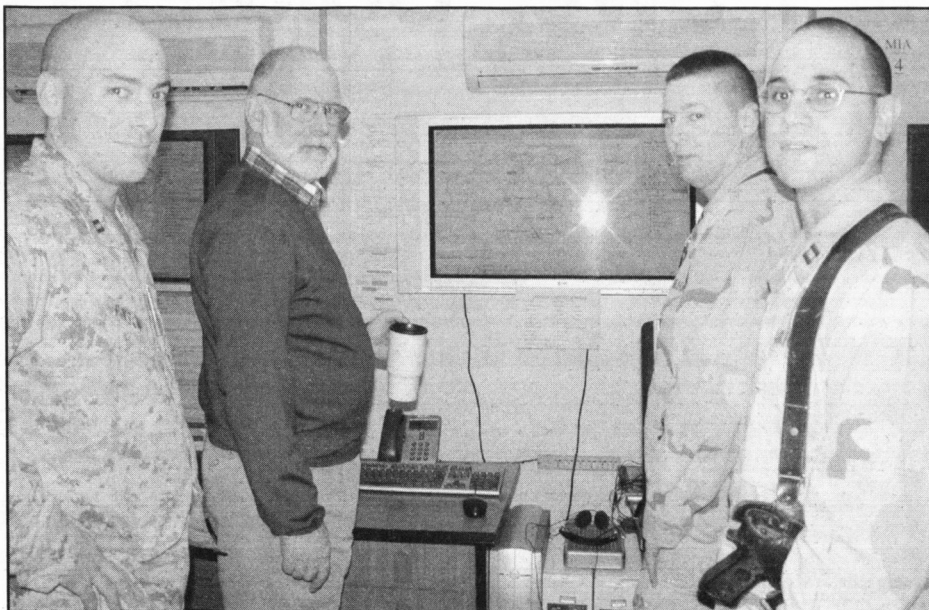
Holly is the Director of Logistics for Gulf Region Division (GRD). He is 60 years old, but he still has the command demeanor and ramrod appearance of a retired Marine.

He led the Marines' logistics effort in both Somalia and Operation Desert Storm, and he has been at the helm of the Iraq reconstruction logistics mission for nearly three years, serving as a Civilian.

As Holly explains that logistics in Iraq, he says there are five integral components that constitute the ultimate price for any manner of goods, be it a pencil or a bus. "Product price" is driven by five core components: shipping, handling, inventory, transportation, and security.

Concerning **shipping**, Holly speaks of the gargantuan cargo space required for the vehicles being issued to the Iraq government. About 22,000 are already in-country, and 5,000-6,000 are still coming in-country through the port of Umm Qasr.

"This includes ambulances, police vehicles, fire trucks and all manner of Army rolling stock," Holly explained. He added, "Folks should know that the ships that bring them in comply with



Jack Holly (in civilian clothes) with three of his logistics officers, Marine Capt. Mike Pinson, and Air Force captains Mark Slate and Chad Nicols.

American Flag Carrier requirements, standards that less than five percent of the world's ships can boast."

Regarding **handling**, Holly describes how every item is carefully inspected to ensure that it is what was ordered, and that it is complete and fully operational. He explains that in 2003-04 many items were being sent to the "Baghdad Warehouse," but no such location existed. Creating these storage facilities was no simple task, particularly because no money had been designated for their construction.

Showing how his operation provides total accountability to the U.S. taxpayers, Holly discussed **inventory** and how virtually all items that come into Iraq must first go to and then through

one of the 31 structures at the Abu Ghuraib Warehouse, a facility nearly seven times larger than the Pentagon.

"If one of the Iraqi ministries requires it, we probably have it," Holly said. "You name it, we've got it. If we don't, I bet we can get it. We're in the service industry and remember, I'm an old Marine. We don't know the word 'No,'" he said with a twinkle in his eye.

Transportation brings out a more serious side of Holly. He somberly explains how Iraqis have "stepped forward" in driving the trucks and providing the convoy security.

"To date, we've had 750 convoys attacked, with 119 men killed and 334 injured," he said, the personal anguish clear on his face. "Don't tell me that

Iraqis aren't committed to helping grow this country."

Continuing with **security** Holly says, "As security needs increase, so do, of course, insurance costs." Relevant to this, he recounted how 20 percent of all attacks on his convoys took place last September. "One need not be a rocket scientist to see that those opposed to our efforts to help Iraqis create a democracy here understood what would make lead news back in the U.S. just before the elections," Holly said.

The massive array of country-building materiel, between \$10 and \$15 billion, comes from many sources. Among them are the Developmental Funds Iraq, Iraq Relief and Reconstruction Fund, Iraqi Stabilization and Iraq Security Force Fund, plus contributions from donor nations, NATO, and items left in-country from the "Oil for Food" program.

In 2003, already experienced and labeled a logistics sage by many, Holly was invited by Adm. David Nash, then in charge of the Project and Contracting Office portion of the Coalition Provisional Authority, to join his team.

Now, in 2006, Holly manages one of the largest logistical operations in history. In the past three years, 73 military and civilian members have rotated through the eight lead operational billets that Holly manages.

"All we're striving to accomplish here would fall to sand if there were no effective logistical program," he said. "To use the words of a brother-at-arms and a former Commandant of the Marine Corps, Gen. Robert Barrow, 'Amateurs talk about tactics, but professionals study logistics.'"

Sailor works in 'Triangle of Death'

By Norris Jones
Gulf Region Central District

The U.S. Army is not alone in Iraq. Every day, members of the other armed services work beside employees of the U.S. Army Corps of Engineers.

"We're making a difference, one project at a time," says a Sailor who is finishing a six-month tour in one of Iraq's most dangerous areas. "I'm proud of what we were able to accomplish as we worked side-by-side with some remarkable and courageous Iraqi people."

Chief Boatswain's Mate (SW/AW) Brian Cissell was responsible oversaw 55 projects in an area in south Baghdad Province called the "Triangle of Death." He was involved in four separate improvised explosive device (IED) detonations. He earned an Army Combat Action Badge for one of those engagements, and has been nominated for a Navy

Combat Action Ribbon for a firefight involving insurgents.

Cissell says that despite the constant insurgent threat, he made a point to get out and visit community leaders and residents almost daily in places such as Mahmudiyah, Yusufiyah, and Lutifiyah.

"I opened the one-person Gulf Region Central (GRC) office at Mahmudiyah Forward Operating Base in March," said Cissell. "The conditions were spartan, but the opportunity to positively impact the lives of families in nearby neighborhoods was awesome."

Cissell, working with five GRC Iraqi engineers, helped upgrade hospitals, schools, police stations, and council buildings, but his top priority was getting water and sewer plants functioning and electrical distribution networks



Chief Boatswain's Mate Brian Cissell worked with the Corps of Engineers in the "Triangle of Death" region of Iraq. Above he gives some candy to Iraqi children. (Photo courtesy of Gulf Region Central District)

Continued on next page

Afghanistan deployment 'unforgettable'

By Sarah Cox
Honolulu District

For Josette Pullen, the work day in Kabul, Afghanistan begins at 7 a.m. and usually ends 13 or 14 hours later.

Pullen, a Honolulu District real estate geographer deployed for in July for a four-month tour to support Afghanistan Engineer District (AED). She is developing infrastructure maps and databases to help the engineers in the field.

In spite of the long days, Pullen says she loves her work in Afghanistan.

"Being able to support the people in the field, to make their jobs easier, that's what I came here to accomplish," Pullen said.

According to Pullen, making a difference and having a part of the Global War on Terror (GWOT) is a positive life-changing experience. "Deploying to a war-torn country, in a totally different culture and environment, is an unforgettable life experience," she said.

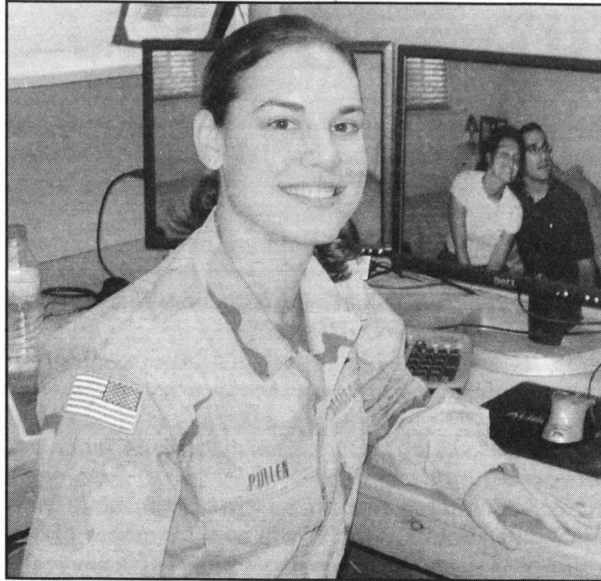
One highlight of her deployment has been to work closely with the local nationals. She said she spends what little free time she has swapping stories with her new friends. She is continually fascinated by the cultural differences and similarities.

Before arriving in Kabul, Pullen said she had a good idea of what to expect. This is her second deployment in support of the GWOT. Three years ago, she spent four months in Iraq.

"Ever since I deployed to Iraq in 2003, I had wanted to go back, so when AED had an open position, I took the opportunity," Pullen said.

One of her most recent assignments is developing a GIS/Access database to capture the Power Utility Data. GIS is a collection of computer hardware, software, and geographic data that simplifies cumbersome data and enables users to present a visual representation for analysis.

Ultimately, GIS leads to better understanding and decision-making in the field. For example, the power utility infrastructure database Pullen is helping create will allow engineers and planners to sit down together, quickly spot problem areas, and brainstorm solutions.



Josette Pullen has returned from deployment in Afghanistan. Right, Pullen helps distribute blankets in a refugee camp. (Photos courtesy of Honolulu District)

Pullen's GIS team includes two other GIS analysts, a contractor and an Afghan national. She says being a part of something as monumental as the GWOT gives her a rewarding sense of achievement.

"Years from now, when I'm older, I can look back and say 'Yes, I was there. I did that,'" Pullen said.

AED recently stepped up the pace of reconstruction projects, with more than 600 projects now planned — twice as many as 2005. Many of the projects will rebuild the transportation, water, and power infrastructure that was either inadequate or destroyed by the Taliban before coalition forces arrived.

Lt. Gen. Carl Strock, Chief of Engineers, recently said that many areas that need help are currently inaccessible. The new and more aggressive construction plan will allow engineers to begin working sooner in remote villages.

Since terrorist recruitment often begins in the impoverished and isolated provincial areas, making these areas accessible opens avenues of commerce for the villagers. As villagers experience



improvement in their quality of life, they will less likely support the Taliban. The GIS team's work is an integral part of the plan.

Pullen feels her work in Afghanistan is similar to Iraq, but the environment is different.

"I feel safe here," Pullen said. "But still, you have to be able to roll with the punches. If you can't, this is probably not an environment you will enjoy."

Pullen has some more advice for those considering deploying to Iraq or Afghanistan.

"Have an open mind and be patient," she said.

She also recommends that first-timers sign up for a short tour. "They can always extend (their tour) while over here. Once they've experienced it, they can make a knowledgeable decision of whether to stay longer."

In spite of the challenges and long hours, the days can be fascinating.

"Meeting people who come from all over the world keeps things interesting," Pullen said.

Pullen has returned to Honolulu District and is working in the Technical Integration Group.

Sailor

Continued from previous page

back on line.

Of those projects, Cissell singled out the Yusufiyah Water Treatment Plant as his favorite. That \$211,800 Commander's Emergency Response Program (CERP)-funded project upgraded a dilapidated plant built in 1972. The components of the water treatment plant were all rebuilt, including the pumps, generator, treatment tanks, chemical injection system, and electrical control system.

The plant is now capable of producing 1,000 cubic meters of fresh, potable water per hour, enough to meet the needs of 100,000 residents in that area.

"This wasn't a quick-fix project ... it addressed the long-term needs of the community," Cissell said. "Unfortunately, militias and anti-Iraqi forces continue to target basic essential services throughout that area as they try to discourage residents and force them to leave. Those local families look to us for assistance, and I'm pleased we've been able to help. We're getting them more electrical power each day, sewage is being pumped out of the streets, we've completed a couple of new schools, a number of water treatment plants, and the drainage canals have been cleaned out.

"Millions of dollars have been invested in those neglected towns and the people appreciate the effort," Cissell said. "And it's not just the big-ticket items where we've been able to reach out."

He recalled one tiny area where insurgents had



Sailors are usually seen on ships, but here is Chief Boatswain's Mate Brian Cissell on an up-armored HMMWV with some of his Soldier co-workers. (Photo courtesy of Gulf Region Central District)

blown-up some water mains.

"The townspeople had no equipment to repair them," Cissell said. "We purchased some shovels and pipe and the people went to work. Several days later, fresh water was again reaching their homes.

"I talk to community leaders almost every day," Cissell added. "They call me on my cell phone when problems occur. I have mixed feelings about leaving

here. It's hard to walk away because we still have unfinished business."

Cissell says he learned that "leadership has no boundaries. We were successful because of daily interaction among a variety of U.S. and Iraqi personnel — the 1st and 2nd Brigade's infantry units, PSYOPS and civil affairs teams, S2 Intelligence and S3 Operations, as well as our Iraqi engineers, Iraqi army units, Iraqi police, and the Iraqi people. Communication was the key.

"I'm convinced that now that the government is up and running and the local mayors and councils have a voice in where the reconstruction dollars are invested, this process will help legitimize the government," Cissell said. "Once that happens the Iraqis will trust the system and things will get better."

Cissell and his wife Tammy have four children and reside in Bremerton, Wash. He is assigned to the nuclear aircraft carrier *USS Abraham Lincoln*. His wife is also in the Navy.

"I volunteered for Iraq because I wanted to see it on the front line," Cissell said. "I wanted to interact with the people here. I wanted to help improve their lives. The U.S. Army Corps of Engineers offered me an opportunity to make that happen. As I return to the aircraft carrier, I'll be telling my shipmates about duty here, that we all worked hard to ensure that democracy in Iraq 'shall not perish.' Those three words are our ship's motto, and are words spoken by Abraham Lincoln himself."

Now is the time to play TSP catch-up

Now is the time to give some thought to Catch-Up Contributions in the Thrift Savings Plan (TSP). TSP catch-up contributions allow eligible participants to make tax deferred catch-up contributions from their basic pay to their TSP accounts. The maximum amount you can contribute in calendar year 2007 to TSP is \$15,500 for regular contributions, and \$5,000 for TSP Catch-Up (TSPC).

TSP and TSPC contributions can be started, changed, or stopped at any time. If the amount you elect to contribute exceeds the amount of your net pay for a particular pay period, no regular TSP or TSPC deductions will be taken from your check for that pay period.

If you do not intend on contributing the maximum of \$15,500 to your TSP account, you are not eligible to contribute to TSPC. To spread catch-up contributions evenly during the year, divide the total contribution (up to \$5,000) by the number of pay dates remaining in the year.

The following link can assist in planning TSP contributions: <https://www.abc.army.mil/information/abtsp/information/information.asp>

The TSP Web site is a valuable source of information. Below is the link for the Web site and some frequently asked questions regarding catch-up contributions. <http://www.tsp.gov>

What are catch-up contributions?

"Catch-up contributions" are supplemental tax-deferred employee contributions that employees age 50 or older can make to the TSP beyond the maximum amount they can contribute through regular contributions.

Who is eligible to make catch-up contributions?

To be eligible to make catch-up contributions, you must be:

- Age 50 or older during the calendar year in which the catch-up contributions are made (even if you become age 50 on Dec. 31 of that year).
- Currently employed and in pay status.
- Contributing either the maximum TSP contribution percentage allowed by your retirement coverage type or contributing an amount that will cause you to reach the Internal Revenue Service (IRS) elective deferral limit by the end of the calendar year.

The latter case includes situations where you might be contributing, or might have contributed, to a civilian or uniformed services TSP account (or both) or another eligible employer plan (e.g., another 401(k) plan). In such a case, if your combined contributions would cause you to reach the elective deferral limit, you would be eligible to make catch-up contributions.

You are not eligible to make catch-up contributions within six months of making a financial hardship withdrawal.

How much can I contribute?

If you are otherwise eligible, you can contribute up to the annual maximum dollar amount allowed by the IRS. (Catch-up contributions have an annual IRS limit, just as regular contributions have an annual IRS elective deferral limit.)

Because catch-up contributions are supplemental, they do not count against either the regular TSP contribution limits (15 percent for FERS employees and 10 percent for CSRS employees for 2005), or the IRS elective deferral limit (\$14,000 for 2005).

However, the combination of regular and catch-up TSP contributions cannot exceed the total IRS contribution limit for the year. For example, for 2005, your contributions cannot exceed \$18,000 (i.e., the \$14,000 elective deferral limit on regular TSP contributions, plus the \$4,000 catch-up contribution limit).

Catch-up contributions are applied to the year of

the pay date for which they are made. This means that, for example, if your payroll office reported your catch-up contributions for the pay date Dec. 31, 2004, and the TSP posted this contribution to your account on Jan. 2, 2005, the 2004 limit would apply.

Will I receive any matching contributions on my catch-up contributions?

No. There are no matching contributions on catch-up contributions.

Can I make catch-up contributions from bonus pay?

No. Catch-up contributions can only be made from basic pay. Bonuses (or, if you are a member of the uniformed services, special pay or incentive pay) cannot be applied toward catch-up contributions.

What happens to my catch-up contributions when the TSP receives them?

When the TSP receives your catch-up contributions, it posts them to your account according to your most current contribution allocation. You cannot make a separate allocation for catch-up contributions.

Once your catch-up contributions are posted to your TSP account, they become part of your account balance and are subject to the same rules as any other tax-deferred employee contributions:

- You are immediately vested in them.
- An interfund transfer has the same effect on them as on the rest of the money in your account.
- They are available for loans and in-service withdrawals.
- Spousal rights apply.

How do I make catch-up contributions?

You can make catch-up contributions only through payroll deductions. This is because catch-up contributions are made before federal, and in most cases state, taxes are deducted.

To make catch-up contributions, you must submit a Catch-Up Contribution Election (Form TSP-1-C, or Form TSP-U-1-C for members of the uniformed services) to your agency or service. You must indicate the amount you would like to contribute each pay period, and you must certify that you will contribute the maximum regular contributions for the year.

You can obtain Form TSP-1-C from your agency or Form TSP-U-1-C from your service. Both forms are available from the TSP Web site (www.tsp.gov). If your agency or service uses an electronic version of the form (e.g., on Employee Self-Service, PostalEase, or myPay), you may be required to submit your elec-

tion electronically. Check with your agency or service for guidance.

When can I make a catch-up contribution election?

You can make your election any time. Your election will become effective the first full pay period after your agency or service receives it. The election will only be valid through the end of the calendar year when it is made. This means you must submit a new Catch-Up Contribution Election form each year.

Your contributions will continue until the end of the calendar year unless you reach the annual catch-up contribution limit before that time or elect to stop making catch-up contributions.

Can I change or stop my catch-up contributions at any time?

Yes. To change or stop making catch-up contributions, complete another Catch-Up Contribution Election form. You can restart your contributions at any time. Once you stop catch-up contributions, they will not resume automatically. You will have to complete another election form to start them again.

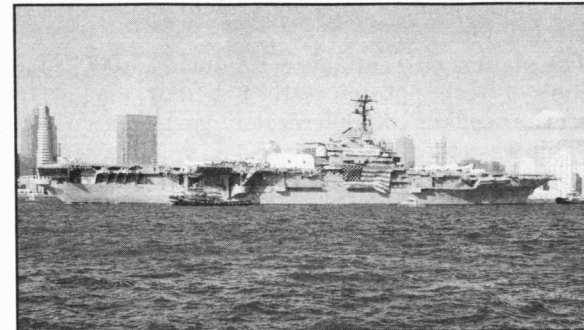
How are contributions reported to the IRS?

Catch-up contributions are reported on your W-2, Wage and Tax Statement, where they are combined with your regular TSP contributions.

What special rules or conditions apply to uniformed services participants?

Catch-up contributions made to a uniformed services account are subject to the same rules as catch-up contributions made to a civilian account. However, certain special rules apply:

- You must use Form TSP-U-1-C (or its electronic equivalent) to initiate the contributions.
- Catch-up contributions must be made from tax-deferred income. In a combat zone, you cannot make catch-up contributions from tax-exempt pay.
- You cannot use incentive or special pay (including bonus pay) to make catch-up contributions.
- If you have both civilian and uniformed services accounts and are contributing the maximum amount of regular contributions to both, you can make catch-up contributions to both accounts, as long as the total catch-up contributions for the two accounts do not exceed the catch-up contribution limit. If you exceed the maximum limit for catch-up contributions because you contributed too much to both accounts, the TSP will refund the excess amount, plus earnings, to you no later than April 15 of the following year.



Corps boats escort *Intrepid*

The *Gelberman* and *Hayward* lead the *USS Intrepid* on Dec. 5 as it is towed from Manhattan down the Hudson River to Bayonne, N.J. As the aircraft carrier passed Ground Zero, it unfurled a colossal American flag and a banner reading "Honor Our Heroes." The *Intrepid*, now the Intrepid Sea-Air-Space Museum, is undergoing a two-year, \$60 million renovation. (Photos by Pete Shugert, New York District)

Around the Corps

BuckEye honored

The Topographic Engineering Center's BuckEye team was recognized by the U.S. Geospatial Intelligence Foundation's (USGIF) with its Geospatial Intelligence Achievement Award (Military category) during the 2006 GEOINT 2006 Symposium's Hall of Fame Awards Dinner on Nov. 16 in Orlando, Fla.

The USGIF recognizes the achievements of individuals and organizations who have demonstrated leadership in the geospatial intelligence field. BuckEye provides high-resolution imagery for detecting ground changes, creating detailed maps, and obtaining intelligence, surveillance, and reconnaissance information.

'Dirty Jobs'

On the Columbus Day weekend, the crew and host of the Discovery Channel show "Dirty Jobs" joined New England District team members and Army divers at the Stamford Hurricane Barrier in Stamford, Conn., to document the dewatering of the hurricane barrier.



Mike Rowe, host of 'Dirty Jobs,' at the Stamford Hurricane Barrier.

The work involved inspecting and replacing cathodic protection/sacrificial anodes, and underwater inspections of portions of the gate. Crews from the Army's 511th Dive Unit from Fort Eustis, Va., and NED team members performed the work.

Mike Rowe, the host of "Dirty Jobs," joined the team as they cleaned up the barrier, including washing all the muck and marine life out of every compartment and down each level.

The barrier was built in 1969, and to date has saved the public \$26 million in damages. The "Dirty Jobs" segment aired on Dec. 12. A Windows Media version has been loaded on the FTP site at <ftp://ftp.usace.army.mil/usace/hqusace/Public%20Affairs/dirtyjobs.wmv>. You can download the file and share it, but be aware that it's a big file — 55 megabytes.

Living support area

More than 1,000 troops have relocated from a tent city to hard structures on Contingency Base Speicher. The Corps completed a \$2.4 million living area (Living Support Area No. 20) on the base.

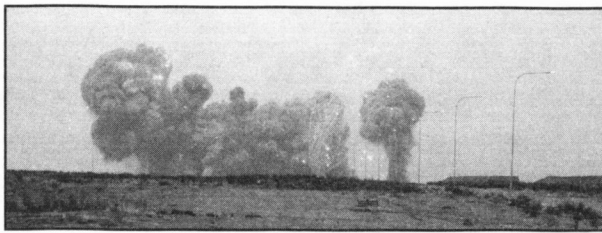
"Even though we're in an expeditionary environment, we should give our Soldiers the best we can," said Frank Scopa, an area engineer with GRD. "Walking through the mud and rain to get to the shower and latrine is not good. There's no reason why our troops have to live uncomfortably."

LSA 20 has 36 dormitory buildings with electricity, sewage, and running water. Each dorm is designed with two bedrooms on each end, divided by a kitchenette and bath. With 504 bedrooms and two people per room, the LSA can house more than 1,000 Soldiers. Included in each bedroom is a desk, air conditioner/heater, a closet, and a bed. The kitchenette has a sink, microwave oven, and a small refrigerator.

Ammo destruction

In 2003 U.S. military commanders turned to Huntsville Center for help after realizing the magnitude of stockpiled ammunition in Iraq. Three years later, Huntsville Center's Coalition Munitions Clearance Program (CMC) has destroyed more than 400,000 tons of ammunition, and logged more than 21 million man-hours.

Huntsville Center is the Military Munitions Cen-



A stockpile of old ammunition is destroyed in Iraq.

ter of Expertise. It has applied its knowledge in safely removing munitions from FUDS and military training ranges in the U.S. to the CMC program in Iraq.

"Since we're involved in cleaning up FUDS, we already had six contractor teams with the necessary skills," said Dr. John Potter, chief of the Ordnance & Explosives Directorate. "This made our job easier."

With the right people and equipment, the CMC team began work on Sept. 11, 2003. The team had Corps employees, Iraqi citizens, and civilian contractors.

"When we first went into Iraq, Combined Joint Task Force-7 identified six ammunition depots for collection centers for ammunition that the military and CMC team recovered," said Bill Sargent, CMC program manager. "The team brought the caches of ammunition that they found to these six depots. The team either destroyed the ammunition, or initiated storage operations to save it for the Iraqi Army."

Even though the CMC team faced challenges in the past three years, they have cleaned up and turned over five of the original depot sites to the Iraqi Army.

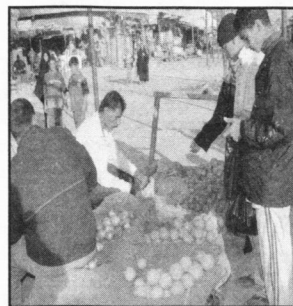
The CMC team finished cleanup work at Buckmaster Depot in December. Only the Arlington Depot will remain open as the national depot for the Iraqi Army. The plan is to train Iraqis to run the depot and properly store and handle ammunition. Training is scheduled to begin this spring.

"We have 13 mobile teams in-country whose mission is to destroy ammunition at sites that the U.S. Army identifies," Sargent said. "We'll continue this work as long as we're needed."

Market renovation

One of the top priorities for the mayor of Mahmudiyah is rebuilding his city's market.

"It's the heart of our community," Muayid Fadhil said. "We're going to build a new market as a memorial to the men, women, and children who have been killed there. It will tell the insurgents we will never give up, they cannot stop us."



The marketplace at Mahmudiyah in Iraq.

That market has been the target of numerous insurgent attacks. The Corps is overseeing a \$245,372 project to build new market stalls with overhead cover, and renovating storefronts damaged by bomb blasts and small arms fire. That work includes new doors, windows, stucco, and paint, as well as new gates at each entrance of the market.

The market renovation project should be finished in February.

About 100,000 residents in the Mahmudiyah area 20 miles south of Baghdad use the market. It's a main economic engine "and our residents appreciate the improvements that are underway," said the mayor.

A number of other projects are underway in Mahmudiyah, including a new primary healthcare center, school renovations, new power lines, and renovation of the water treatment plant and pump station. The community also is planning to build a park a few blocks from the market that will feature an amphitheater and soccer field.

"We have to fight terrorism in different ways," said

Muayid. "We need to offer alternative activities for our children to keep them away from the insurgents."

Solar power

New solar power technology premiering under a Corps contract at Fort Bliss, Texas, is designed to reduce the cost of solar power by half.

The first phase, a 1.5 megawatt installation, will be built at Fort Bliss during the next six months, with additional phases in the next two years. The fourth and final installation will generate one gigawatt of solar power.

The system will reduce solar power production costs by increasing the output of solar panels, and converting it into alternating current.

Vince Marsh, chief of Contracting for Kansas City District, said the Corps is administering the contract. "We'll provide a research and development contract — an Energy Savings Performance Contract," Marsh said. "What we're doing is testing the technology using this cost-sharing contract vehicle where we split the cost savings with the contractor."

The contract was in place by December, with actual construction beginning after the first of the year. Marsh said Huntsville District, a center of expertise for this type of contract, will provide a facilitator to oversee its operation.

"This is a project with potential to provide power not just to military installations, but also for public applications," Marsh said. "It has the potential to augment the power supply to the entire nation."

Nursing scholarship

Retired Lt. Gen. John Morris, the 44th Chief of Engineers, has established a scholarship fund for nursing students at the University of North Carolina Wilmington to honor his wife, Geraldine Morris, who died this spring after a long illness.

She was proud of her nursing career, and so he wanted to honor that. And he wanted to do it in Wilmington, where his wife of more than 60 years was born and raised, and where she had trained at the James Walker School of Nursing, which later became UNCW's School of Nursing. The scholarship will be awarded to a student who is enrolling in the undergraduate program.

The Dean of the School of Nursing, Virginia Adams, was especially excited about the Morris bequest.

"We're breaking ground this spring for a new building that will house both the undergraduate and graduate Schools of Nursing, and Gen. Morris' endowment comes at a most opportune time," she said.

Thieves 'locked up'

People who work the Mississippi River say unusual things happen out there. But apprehending boat thieves in a lock chamber is more unusual than most.

Fred Maule, lockmaster at Lock & Dam 4 in Alma, Wis., got a call on Aug. 25 from the Buffalo County, Wis., sheriff that a boat had been stolen Aug. 24.

Maule notified his lock and dam chain of command and called other lock and dams to let them know what the missing boat looked like.

The Motor Vessel *Phyllis* told Corps' personnel they had seen the missing boat. The day shift at Lock & Dam 7, Todd Ennis and Rodney Berg, notified local law enforcement and watched the boat. Then the swing shift, Mike Myhre and Gene Nesler, took over.

The stolen boat entered the lock chamber to lock through. Myhre and Nesler positioned it by itself in the upper end of the chamber, after raising the water, so law enforcement personnel could surround it.

The Winona County, Minn., sheriff's office arrested two men. They were assisted by the La Crescent, Minn., police department and the Houston County, Minn., sheriff's office.

Soldier hears shots, rescues La. victim

By Dave Harris
Louisiana Recovery Field Office

The firecracker sounds of multiple gunshots in the night infused Spc. Megan Wilinski with a burst of adrenalin. She bolted from her apartment near New Orleans' French Quarter wearing an Army T-shirt over sports garb and camo trousers.

She spotted a wave of her cohorts zeroing in on the action and heard, "Someone's been shot!"

A bystander called for medics, and a woman stood over a fallen victim.

"No one was doing anything," said Walinski, who works for the Louisiana Recovery Field Office (LARFO). Help was on the way, but no one was caring for the man who was going into shock.

Someone in the crowd asked her, "Do you know first aid?"

"I know what the Army taught me," Wilinski replied, which is saying a lot. She is an Army Reservist with the 360th Medical Company, and received advanced first aid training two years ago when her unit was close to being mobilized.

Wilinski flew into action. She saw blood coming from the man's chest, and instantly ripped off her own T-shirt to apply pressure to the wound.

Soldiers enlisting in the Army expect to see action and hope to do their part in a crisis. But no one expects to be a hero outside one's apartment door, and there was no thought of that now. Wilinski thought only of her task at hand.

"I was so calm," she recalled. "I told people what I needed; I didn't think of anything else — I was on auto-pilot. I thought only of getting the wound covered."

Other heroes materialized. Wilinski asked for a knife to cut the victim's shirt off, and a bartender arrived with the knife. Another bartender responded with towels when she asked for another shirt and wrapped the victim's finger with towels. The finger was nearly sev-



Spc. Megan Wilinski describes how she treated a gunshot victim. She is wearing the Army Achievement Medal that she received for her actions. (Photo courtesy of the Louisiana Recovery Field Office)

ered and hanging, apparently from another gunshot wound. Wilinski found two more gunshot wounds on his arm.

"I had to keep him alert," she said. "I touched his face. I asked him his name and told him mine. He was going into shock and I told him, 'Keep talking to me.'"

"I'm not going nowhere," responded the victim, who had been working nearby as a dishwasher.

"The police arrived and cleared everyone out," Wilinski said. "I just kept talking and applying pressure to the wound."

Then paramedics arrived and took over, checking the man's vital signs.

The persistent Reservist told them of her Army first aid training and assisted them in putting the man on a backboard.

Shortly after, Wilinski learned there had been two more victims in the shooting, one whose forehead was grazed with a bullet, and another who ultimately died, apparently of blood lost from an arterial leg wound.

Wilinski's supervisor, 1st Sgt. Micchicco Thompson, learned of her lifesaving heroics about an hour later. "I was so excited for her," said the first sergeant said, who also wrote a citation recognizing Wilinski for using her Army skills.

Wilinski recently received the Army Achievement Medal for her actions, and talked more about the experience.

"We got the training knowing that at some point we may have to care for someone and be put in a stressful situation," said Walinski, who is a chemical warfare specialist with the 360th Medical Company. Since receiving the first aid training two years ago, Wilinski has practiced during refresher sessions during drill weekends.

"I was calm and clearheaded in the middle of the action, but when I got back to my apartment and realized how much blood I had all over me, I broke down — I lost it," Wilinski said. A telephone conversation with one of her sergeants helped her regain her composure.

The Reservist was nearing the end of her Louisiana tour, ready to return to her unit in Strongsville, Ohio. She has nearly completed a degree in psychology, and wants to go to law school. In LARFO, Wilinski works in demolition quality assurance at the St. Charles Field Office, making sure power lines were dropped, air conditioning units removed, safety issues addressed, load tickets written, and checklists followed.

"The best days are when people come and thank you for the demolition work you did for them," she said. "It makes you feel really good."

But there were other days, too. Tears welled up as Wilinski spoke.

"The worst day was when an older lady in her 60s showed me water-damaged pictures of memories in her parents' house, the house we were tearing down, a house where her mother was always cooking and keeping it so clean," she said. "She was upset, and it was so sad, but she knew it had to be done."

After telling her story, the Soldier began processing out and returned to her apartment to pack it in, walking past the scene of the crime as she did. She had her ticket home, plus a knapsack jam-packed with memories of heroism and adventure.

Memories she'll never forget.

Fast thinking, technology save woman

By Ann Marie Harvie
New England District

A woman collapses and stops breathing. Her heart stops and people rush to save her. Someone tries to call an ambulance, but can't get through, so it's up to those on the scene to save her. They initiate CPR, and bring an automated external defibrillator (AED) into service. The AED restores the woman's pulse. She returns to consciousness as paramedics arrive.

That experience sounds like something from a TV medical drama, but this emergency happened in the New England District (NED) theatre on Sept. 20.

The heroes of this true story were not actors, but three military nurses, a military doctor, and a NED contract security guard with extensive emergency medical technician (EMT) experience.

"It worked out the way it should have," said Jim Newhall, the Concord Park Security Guard and former EMT. "Everyone worked together. It was amazing."

At about 11 a.m., as Lt. Col. Nancy McNutt, Lt. Col. Dianne Fletcher, and 1st Sgt. Penny Lashua

walked near the NED cafeteria, they were told that a visitor, Clara Brown of Federal Emergency Management Agency's Chicago Office, had collapsed in the theatre while attending a training class.

McNutt, Fletcher, and Lashua are all three Army nurses. They rushed to the scene where they found Brown unconscious and not breathing. They asked someone to call 911 and get the AED. AEDs were purchased for the district several years ago in case of such an emergency.

While they waited for help, the nurses began using cardiopulmonary resuscitation (CPR) to revive Brown.

"Everyone was calm," said McNutt. "People weren't crowding around, which was good. It could have been detrimental to the work we were trying to do."

Meanwhile David Bauman of Sacramento District and Katherine Will of Norfolk District ran to the front desk to get help. Concord Park Security Guard Robert Bright attempted to call 911, but had trouble.

While Bright continued to try to get medical help, he contacted Newhall at the outside guard shack. While Bright made the calls, Bauman and Will

grabbed the AED and ran back to the theatre.

Newhall received the call on his radio and quickly made his way to the theatre and took over rescue breaths while the nurses hooked up the AED to Brown.

After one shock from the AED, Brown's pulse was restored, but weak. The nurses continued chest compressions and Newhall gave rescue breaths until military doctor Brian Busconi arrived and took over.

Concord Park Health Unit Nurse Linda Lindell also arrived with oxygen. Brown's pulse continued to strengthen and rescue breaths were administered until the ambulance arrived.

Brown was transported to Emerson Hospital in Concord, Mass., where she recovered and was released eight days later.

McNutt said the rescue went well. "It must have been frightening both to her and her family to be so far away from home and to be taken ill like that. But in the end it all went well."

The outcome was amazing," agreed Newhall. "Sometimes in situations like that you can't bring them back. She was lucky."